



European Liberal Forum

ANNUAL REPORT 2024





The European Liberal Forum (ELF) is the think-tank and political foundation of the ALDE Party. We stand for a future-oriented Europe that offers opportunities for every citizen. Together with our 56 member organisations, we work all over Europe to bring new ideas into the political debate, to provide a platform for discussion, and to empower citizens to make their voices heard.

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Letter from the President



MEP Jan-Christoph Oetjen

President, European Liberal Forum

Dear Members, Friends and Fellow Liberals,

The year 2024 marked both the end of an era and a new beginning for the European Liberal Forum. At our General Assembly in September, I had the honour of being elected as President, succeeding a chapter of remarkable leadership and vision. Alongside a newly elected board, I am proud to take on this responsibility at a time when fighting for liberal values is more needed than ever.

We stand at a pivotal moment. Liberalism is evolving to meet the challenges of our age—from digital disruption to democratic decline, from climate anxiety to economic uncertainty. Our organisations,

too, must evolve. This means rethinking how we connect with citizens, how we collaborate as a network, and how we shape the future of European politics with clarity and courage.

With 56 dedicated member organisations across Europe, ELF remains a platform of action and ambition. In 2024, our members delivered impactful projects and events, helping advance liberal ideas across borders, languages, and political systems. Through these efforts, we reaffirmed a shared commitment: to build a liberal Europe that is united, resilient, and future-ready.

The time has come to be bold. To break out of our routines and take charge. To listen more closely, speak more clearly, and act more decisively. ELF must be ready to lead this conversation, and I am committed to guiding our liberal family into a new and ever-changing world as a powerhouse for liberal change.

We are dedicated to empowering every member of our network to shape a liberal future that is not only defended but renewed.

Let us move forward—together.

Message from the Executive Director



Alva Finn

Executive Director, European Liberal Forum

Dear members, friends and partners,

2024 was a year of transformation and consolidation at the European Liberal Forum. As we closed one chapter and opened another, our Secretariat also entered a period of renewal—welcoming new colleagues, embracing fresh perspectives, and reaffirming our commitment to the mission that binds us all: strengthening liberalism across Europe.

Despite tighter resources, we maintained a stable financial footing and continued to deliver quality programmes, publications, and strategic engagement. We worked efficiently, creatively, and with a shared sense of purpose—focusing not just on outputs, but on the well-being of our network. Internally, we have been laying

the groundwork for a forward-looking five-year strategic plan to launch in 2025—designed to ensure that ELF not only adapts to change but leads it. A renewed Secretariat means a renewed approach: one that places great importance on impact and the empowerment of our member organisations.

This year also saw a strengthening of our institutional relationships. ELF's role as the official political foundation of the ALDE Party became more visible. Our ideas helped shape the party's manifesto, and our presence in political discussions was recognised and welcomed. Our engagement with the Renew Europe Group is stronger than ever, with collaboration deepening both before and after the European elections.

As we look to 2025, the challenges facing liberal democracies have never been more complex. From geopolitical instability to democratic fatigue, the path forward requires bold ideas, renewed partnerships, and a recommitment to our core values. ELF will continue supporting innovative thinking, providing dialogue platforms, and empowering liberal actors to lead by example.

We thank you for your trust and partnership, and look forward to building the future together.

ELF's Strategy and Mission

Our Liberal Vision

O Tara ca Afara was established in 2021 with the main goal to monitor the implementation of Romania's Recovery and Resilience plan, focusing particularly on the specific reforms that are key to the country's liberal transition, as well as more in general, to its modernization through an impactful absorption of all EU funds. Moving forward, it continued to develop, expanding its area of activity towards becoming a strong liberal voice in the country and think tank arena. Being founded by Cristian Ghinea, former USR minister of Investments and European Projects and chief negotiator for Romania's Recovery and Resilience Plan, the organisation was able to capture the attention of a wide public following this specific topic and its exposure continues to grow. The main objective is to position the organisation as a strong liberal voice, something Romania truly needs to have in a moment of decreasing trust in the EU shared by the citizens.

Our vision is of a liberal, prosperous European Union that offers opportunity, security, and belonging for all. A Europe in which the values of individual freedom, open society, equality, democracy, and the rule of law are not only enshrined, but actively defended. We seek to build a stronger, bolder, and more independent Europe—one where citizens feel economically secure, empowered to take charge of their own futures, and excited about what lies ahead. As a European political foundation, ELF plays a unique role in turning this vision into reality—by shaping public discourse, influencing policy development, and fostering collaboration among liberal actors.



Owning the Future

At the European Liberal Forum, we believe that sticking to the past only sets us back, thus, liberals must look ahead. Our motto, “Owning the future” means moving forward with confidence, adapting to new challenges while defending what truly matters: our quality of life, our freedom, and our shared security. Rather than fearing what lies ahead, we choose to lead. We choose to shape Europe’s path through innovation, resilience, and unity, by empowering citizens and liberal organisations to face change not as a threat, but as an opportunity.

Our Strategic Focus in 2024

In 2024, ELF’s work under the *Ideas Pillar* was guided by three strategic vectors. These priorities aligned with the broader liberal agenda and reflected our shared commitment with the ALDE Party and the Renew Europe Group to a more resilient and forward-looking Europe. They also responded to emerging geopolitical, economic, technological, and democratic trends shaping Europe’s future. Each vector reflects a key liberal value and a core area where ELF has added value by sparking ideas, connecting actors, and translating principles into action.

1 A Strong, Secure and Competitive Europe

We live in unstable geopolitical times. Europe therefore needs to learn how to stand on its own feet, not only by strengthening its defence capacities but also by building a competitive economy in which people want to invest and where businesses can thrive. Research in this area explores how to attract investment, scale innovation, and empower small and medium-sized enterprises as part of a liberal agenda for European competitiveness. In parallel, it examines how we can ramp up our defence investments and how defence industries can act as drivers of innovation, employment and growth.



**Own
The
Future!**
European Liberal Forum

A Prosperous, Innovative and Future-Oriented Europe

As liberals, we believe that technology and innovation can bring our societies forward. It is up to us to steer technology in the right way so that we can all benefit from it. Techno-Politics explores how technologies shape, and are shaped by, political power, regulations and democratic norms. Techno-Sustainability refers to the use of technology to promote clean and sustainable practices. Research topics include the global AI race, the governance of digital platforms, upskilling the European workforce to use new technological tools and efficient energy use.

A Democratic, Just and Free Europe

Europe is dealing with multiple social challenges such as the cost-of-living crisis and housing crisis. The welfare state and other modern social systems must deliver better. At the same time, our liberal values are also under threat in Europe. A resilient democracy is characterised by trust and strong institutions free from corruption, robust political participation, and a vibrant civil society. Research topics in this area deal with liberal solutions to social issues, the future of cohesion policy, the role of civil society LGBTQI+ rights, and strategies to counter the rise of illiberal forces.

ELF's impact in 2023

Each output reflects our values and stands as a testament to what the European Liberal Forum represents. Through a wide range of projects, publications, and partnerships carried out in collaboration with our member organisations, we have advanced our strategic priorities and deepened our impact across Europe. Key topics for the year:

- **Techno-Politics**

Technology can be a powerful tool and ally in addressing issues of sustainability, democracy, climate change, and much more, but it can also be the downfall; it is a double-edged sword that must be managed. As a forward-looking organisation, ELF continues to prioritise techno-politics as a critical area of action. In 2024, we deepened this commitment through a series of *stakeholder dialogues* bringing together industry stakeholders, MEPs, and civil society actors. Additionally, the third edition of the *Techno-Politics Forum* reinforced the importance of an inclusive, forward-looking approach to digital governance, ensuring that technology remains a force for democracy and sustainability.

In 2024, ELF also released a dedicated publication on how liberal values can guide the integration of new technologies into democratic societies. [*Digitalisation and Liberal Values*](#) is all about safeguarding freedom by setting boundaries in the digital world. The book explores how key principles, such as individual freedom, transparency, accountability, and the rule of law, can form the foundation for a value-based approach to digitalisation.

Artificial intelligence (AI) technologies are inherently global, transcending national borders and requiring international cooperation on AI legislation. Our publication [*The Regulation of Artificial Intelligence: Shaping Governance and Power Relations for a Liberal Future*](#) provides valuable insights into the evolving landscape of AI regulation.

• European Security

Defence and security have become increasingly important topics in recent years. These issues have gained urgency and relevance in the shifting global order, becoming more tangible for citizens and policymakers alike. The development of the fifth edition of the [Future Europe Journal on Defence](#) in 2024 was a timely response to this global crisis. The journal was created to be a reference point for liberals navigating some of the most pressing dilemmas in defence and security today.

Our [policy papers on Taiwan-EU relations](#) outline key opportunities for deeper EU-Taiwan cooperation, including cybersecurity collaboration, trade diversification, and strategic regional engagement, while also addressing risks such as geopolitical tensions, economic dependencies, and China's influence on EU policy.

Russia's war against Ukraine, and a more aggressive American approach to China put the European industries in a tough position, making competitiveness jump to the top of the European agenda. Our study [Sustainable? Competitive? The EU's Industrial Autonomy – Facts and Fantasies](#) provides recommendations on how the EU can achieve industrial autonomy while upholding security, sustainability, and competitiveness.

• Democratic, Just and Free Europe

With rising authoritarianism and populism, the threat to democracy is more tangible than ever before. In an era marked by global uncertainty and democratic backsliding, human rights and liberal values must not only be protected, they must be actively strengthened and advanced. A flagship contribution to the conversation on democratic resilience in 2024 was the publication on [European Liberalism in the 21st Century](#). By tracing how liberal principles can be translated into practical solutions, the paper offers a reflection on how liberalism can enable Europe and its citizens to thrive in a rapidly changing world.

ELF's study [Opportunities for All: Solutions for Liberals to Own the Social and Human Rights Agenda Again](#) explores how European liberals can reclaim leadership on social policy and human rights amidst rising inequality, illiberalism, and societal change. It presents innovative, liberal-driven policy proposals across economic, social, and rights-based issues, aimed at shaping the EU's next policy cycle for a fairer and more inclusive Europe.



The COVID-19 pandemic, geopolitical tensions and the climate crisis have exacerbated mental health challenges across Europe. Our study [*Fundamental Mental Health*](#), addresses the escalating mental health crisis in Europe, exacerbated by factors like the COVID-19 pandemic, social inequalities, and rising populism. It explores the links between mental health and liberal values, emphasizing the need for systemic, inclusive approaches across health systems, education, and social policies.

• Onboarding the New MEPs

2024 was a year of elections and institutional transformation. The European elections brought a wave of change across the EU institutions. But getting elected is only half the battle—settling in, understanding the system, and preparing for the next five years is a challenge in itself. Recognising this, ELF, together with its partners, launched a comprehensive onboarding initiative for new and returning Members of the European Parliament. The programme included tailored materials, hands-on workshops, and capacity-building sessions designed to equip MEPs with the tools and insights needed to thrive in a complex political environment.

The sessions focused on a range of forward-looking topics including self-development, strategic autonomy, techno-politics, and resilient supply chains. Open discussions provided space to exchange best practices, on topics such as, team management, decision-making, and long-term political planning.

As a cornerstone of this initiative, ELF published the handbook [*Renewing Europe: A How-to Guide for EU Policymakers*](#), in collaboration with the Friedrich Naumann Foundation Europe. This publication emerged from the ELF-FNF Policy Labs, a two-day conference held in Brussels on 6–7 April 2024. It reflects the insights and proposals shaped by liberal experts and newly elected officials working together to define a roadmap for the next legislative term. But success in politics is not just about gaining power but about using it wisely, ethically, and sustainably. Our publication [*Confronting the 10 Traps of Power*](#) provides a practical survival guide for navigating the challenges of power in political leadership.





Timeline of activities

January

- Liberal Europe podcast new season

February

- Liberal Energy Forum
- Members Training and Project Kick-off 2024

May

- The Triumph of Liberalism
- Lonely Europeans Book Presentation
- Towards a New Iron Curtain
- Young Changemakers' Academy 2024 – Event 2
- Improving Prospects and Prosperity
- Liberal Communicators' Network – Workshops
- Liberal Communicators Network – Tell Me Your Story
- Book Launch "The Five Decade Journey of EU-ASEAN Relations"
- Putin's Europe Dissemination
- CPLA Advocacy Academy

March

- Innovation for a Liberal Europe Policy Labs
- Making Nuclear Energy Future Proof – Liberals Taking Stock
- Rainbow Platform I
- ELF @ Alliance of Her – AoH Gala
- ELF Stakeholders' Dialogues | Techno-Sustainability "Fixing the Future"
- ALDE Congress and RENEW Platform Campaign Launch

April

- Completing the EU Project – Consultation on a new EU policy in the South Caucasus
- Young Changemakers' Academy 2024 – Event 1
- EU Meets the Balkans Forum
- Malagodi and The Liberal International (RDR)
- ELF Spring General Assembly
- Staged Integration Roadshow Georgia
- LibertyCon 2024
- Innovation for a Liberal Europe Policy Labs

June

- European Trainers Academy
- Digital Europe 2024
- Digital General Assembly
- ALDE Council
- Liberal Communicators' Network – Workshop

September

- ALDE Meet & Greet
- Innovation for a Liberal Europe Policy Labs: Renewing Europe: A How-to-Guide for EU Policy Makers
- Siena Conference
- Young Leaders' Meeting 2024
- Rainbow Platform II
- ELF Autumn General Assembly
- Black Sea Security Conference

October

- ELF @ Alliance of Her – Onboarding Workshop
- ELF @ ALDE Congress
- Liberal Hack
- European Trainers Academy
- Promoting Liberal Youth Activism in Populist Right-Wing Regimes
- Next Steps in EU Policy
- ELF Hub at the Freedom Games 2024
- Organising Freedom
- Young Changemakers' Academy 2024 – Event 3
- Liberal Europe Podcast on Making Liberalism Sexy (Again) with Sven Gerst
- CPLA Advocacy Academy
- EU Meets the Balkans 3.0
- Bridging the Gap – Strategies for Nurturing Liberalism in Rural Environments
- Young Leaders' Meeting 2024

July

- Young Changemakers' Academy 2024 – E-course Launch
- Organising Freedom
- Liberal Communicators Network – Tell Me Your Story
- ELF @ Alliance of Her; NDI and AoH Conference

November

- Next Steps in EU Policy
- Young Leaders' Meeting 2024
- Towards a New Iron Curtain
- The American New Conservatism and Europe in the Light of the US Presidential Election
- Liberal Partnership Days
- Liberal Hack – Winners Trip

Financial Overview

Expenditure		
	2024 Budget	2024 Actual
A.1: Personnel costs	1 282 228,04	1 211 485,72
1. Salaries and equivalent	1 030 147,32	1 000 537,67
2. Contributions	0,00	0,00
3. Professional training	15 452,21	21 223,77
4. Staff missions expenses	26 530,00	16 719,47
5. Other personnel costs	210, 098,51	58 193,36
A.2: Infrastructure and operating costs	249 200,68	243 627,14
1. Rent, charges and maintenance costs	114 887,88	113 162,23
2. Costs relating to installation, operation and maintenance of equipment	13 200, 00	19 412, 81
3. Depreciation of movable and immovable property	41 000, 00	33 731, 72
4. Stationery and office supplies	11 100, 00	10 994, 92
5. Postal and telecommunications charges	16 800, 00	15 713, 93
6. Printing, translation and reproduction costs	0, 00	0,00
7. Other infrastructure costs	52 212, 80	50 611, 53
A.3: Administrative costs	205 800, 00	101 085, 48
1. Documentation costs (newspapers, press agencies, databases)	0, 00	0, 00
2. Costs of studies and research	160 000,00	56 950, 20
3. Legal costs	24 800, 00	24 573, 08
4. Accounting and audit costs	18 000, 00	18 180, 25
5. Miscellaneous administrative costs	3 000, 00	1 381, 95
6. Support to third parties	0,00	0,00
A.4: Meetings and representation costs	201 190, 00	235 171, 70
1. Costs of meetings	136 190, 00	152 092, 51
2. Participation in seminars and conferences	56 000, 00	78 644, 42
3. Representation costs	3 000, 00	3 092, 99
4. Costs of invitations	6 000, 00	1 341, 78
5. Other meeting-related costs	0,00	0,00
A.5: Information and publication costs	1 351 494, 44	1 022 923, 32
1. Publication costs	0,00	0,00
2. Creation and operation of Internet sites	3 520, 00	3 433, 38
3. Publicity costs	17 000, 00	21 161, 54
4. Communications equipment (gadgets)	9 600, 00	1 299, 23
5. Seminar and exhibitions	1 321 374, 44	997 099, 17
6. Other information-related costs	0,00	0,00
A.6. Allocation to "Provision to cover eligible costs of the first quarter of year N+1"		240 149, 98
TOTAL ELIGIBLE COSTS	3 289 913, 16	3 054 443, 34
Ineligible costs		
1. Allocation to other provisions	0, 00	32 927, 94
2. Financial charges	1 200, 00	1 336, 99
3. Exchange losses	1 200, 00	0,00
4. Doubtful claims on third parties	0, 00	0,00
5. Others (to be specified)	0, 00	12 387, 86
6. Contributions in kind	0, 00	0,00
B. TOTAL INELIGIBLE COSTS	2 400, 00	46 652, 79
C. TOTAL EXPENDITURE	3 292 313, 16	3 101 096, 13
G. EUROPEAN PARLIAMENT FUNDING USED TO COVER 95% OF ELIGIBLE COSTS IN YEAR N	3 125 417, 50	2 901 721, 17
H. PROFIT/ LOSS	0, 04	0, 00

Revenue		
	Budget	Actual
D.1. European Parliament Funding	2 949 000, 00	2 722 333, 00
1. Dissolution of Provision from N-1 to cover eligible costs of the first quarter of year N	-	-
2. European Parliament funding requested (budget) / final (actual) for year N	2 949 000, 00	2 722 333, 00
E.1. Member contributions	35 000,00	38 375, 00
1. From member organisations	35 000, 00	38 375,00
2. From individual members		
E.2 Donations	80 000,00	122 000, 00
Above 500€	78 000, 00	121 000, 00
Bellow 500€	2 000, 00	1 000,00
E.3 Other own resources	228 313, 20	218 388, 13
Extraordinary contributions MO	85 500, 00	76 950, 00
Project Share Contributions	137 813, 20	123 785, 22
Other Own Resources (to cover ineligible costs)	5 000, 00	17 652, 91
E.4. Interest from pre-financing		
E.5. Contributions in kind		
TOTAL OWN RESOURCES	343 313, 20	378 763, 13
F. TOTAL REVENUE	3 292 313, 20	3 101 096, 13

ELF's Partnership Programme

In 2024, our Partnership Programme enabled collaborations with businesses and stakeholders committed to a free, prosperous, and democratic Europe. Their crucial support allows us to broaden our policy work and remain at the forefront of developments. We are grateful for our partners' trust in pursuing our shared goal of a liberal, united Europe. In 2024, we have received donations from the following organisations: 3M Belgium B.V., Fundacion Tribuna Civica - AGORA Liberal, Apple Distribution International Limited ("Apple") Ltd., Apple Distribution International Limited Ltd., AT&T Global Network Services Belgium Luxembourg BVBA, Fundación para el Avance de la Libertad, European Fuel Manufacturers Association AISBL, For Freedom Foundation, for Liberal Thinking Foundation, Google Ireland Limited Ltd., Google Belgium NV, InterDigital R&D France, Janssen Pharmaceutica NV, Institutas Liberalis, Progressive Institute, Adam Smith Society, Liberal Democracy Institute, LIBERAS/Liberaal Archief, MICROSOFT NV, Vodafone Belgium SA

Our Team

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MP Jan-Christoph Oetjen
First Vice President



Marco Mariani
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Treasurer



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Dr. Violetta Pashutina
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Secretariat

As of 31.12.2024



Alva Finn
Executive Director

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Head of Operations



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